Headquarters U.S. Air Force

Integrity - Service - Excellence

Eliminating NVA Requirements & Improving the Inspection System

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Report Documentation Page

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Overview

- **Identification and Elimination of Non-Value Added Requirements**

- **IG Inspection System Improvement Tiger Team**

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Identifying and Eliminating Non-Value Added Activities

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Turbulence and Drag

- **Sub-optimal "TOUCH" on a product within a process**
  - **Improved by "six sigma", "TQM", etc.**
- **WASTE within a process (8 Forms of Waste)**
  - **Improved by "lean", etc.**
- **BUREAUCRACY (a 9th Form of Waste?)**
  - **Improved by ……?**

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Bureaucracy

- **Bureaucracy**
  - **an administrative system, especially in a government, that divides work into specific categories carried out by special departments of nonelected officials**
  - **complex rules and regulations applied rigidly**

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Bureaucracy

- **Bureaucracy**
  - **a system whereby the risk-averse thinking and worst-case-scenario planning considered necessary in our national defense are mis-applied to the administrative activities needed to organize, train, and equip a military, leading to an excessive focus on objective detail and compliance, which creates more bureaucracy**

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Causes of Bureaucratic Waste

- **SUSPECTED CAUSES**
  - **Risk Averse Culture**
  - **Worst Case Scenario Planning**
  - **Pyramidal Hierarchy**
  - **Accountability and Compliance Oriented**
  - **Focus on Objective Measures vs. Subjective Virtue**
  - **Multiple stakeholders and functional communities distract from focus on enterprise priority and KISS**

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So What?

- **Bureaucracy (or bureaucratic waste) leads to the creation and preservation of activities which either do not add value to the product line from the outset or become non-value added at some point due to change in priorities, technology, culture, etc.**
- **These activities become burdensome by the resources they require and they detract from our focus on our real priorities**
- **So what do we do about it?**

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Creating a Process

Project Champion: LtGen. Green, AF/SG

Signature _____

Leads: Col Collier AF/SG3

Facilitation: CMSgt Shishido SAF/USM

Team Membership:

Rank	Name	Corps	MAJCOM
Col	Beatty, Dennis	MSC	AMC
Col	Ness, Leslie	MSC	AFA
LtC	Giscombe, Natalie	NC	AFMC
Col	Calder, Jeff	MC	SPACE
LtC	Lorenzo, Kelli	NC	AFDW
Col	Brooks, Mark	MC	AMC
Col	Berg, Sven	MC	AETC
Col	Burke, Mike	MSC	ACC
LtC	Sweitzer, Greg	MC	USAFE
Col	Brown, Becky	BSC	USAFE
Col	Dexter, Kerry	MSC	USAFE
CMS	Brown, Richard	ENL	AFDW

Category of Effort: This Project will examine:

Problem Statement: In the AF Medical Service, bureaucratic burden distracts from value added activities.

Objective: Establish a culture that encourages and rewards the identification and removal of NVA requirements and activities.

1. Creation of a repeatable and transparent process that allows all AF Medics to challenge wasteful processes, without fear of retribution, risk averse practices, and worst case scenario thinking.
2. Formalize a structure with clear business rules whereby all can attack waste and have the ability to nominate best practices replicable throughout AFMS through a standardized knowledge management system.
3. Formal process for HHQ Functional Elements (AF/SG & AFMOA) to implement AFMS Enterprise-wide solutions.
4. Increase accountability and utilization of trained AFSO21 CPI practitioners

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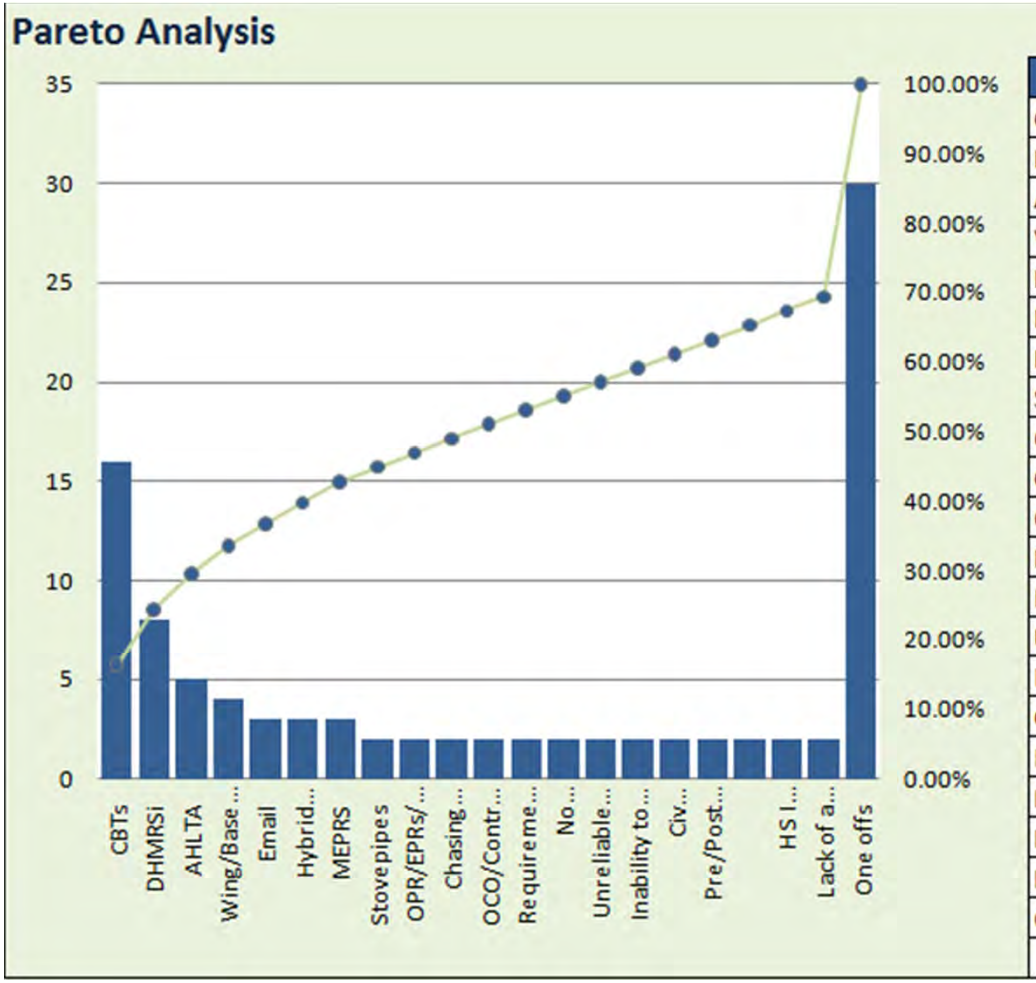
Informal Study on NVA



total: 98

Category	Frequency/Quantity	Cumulative %
CBTs	16	16.33%
DHMRSi	8	24.49%
AHLTA	5	29.59%
Wing/Base tasking	4	33.67%
Email	3	36.73%
Hybrid medical records	3	39.80%
MEPRS	3	42.86%
Stovepipes	2	44.90%
OPR/EPRs/Awards/Dec	2	46.94%
Chasing GTC Payments	2	48.98%
OCO/Contract funding	2	51.02%
Requirements not reso	2	53.06%
No alternative to comu	2	55.10%
Unreliable databases to	2	57.14%
Inability to track trainin	2	59.18%
Civ Personnel hiring sy	2	61.22%
Pre/Post Deployment v	2	63.27%
Multiple non-patient ca	2	65.31%
H S I Inspections	2	67.35%
Lack of a structure to pr	2	69.39%
One offs	30	100.00%

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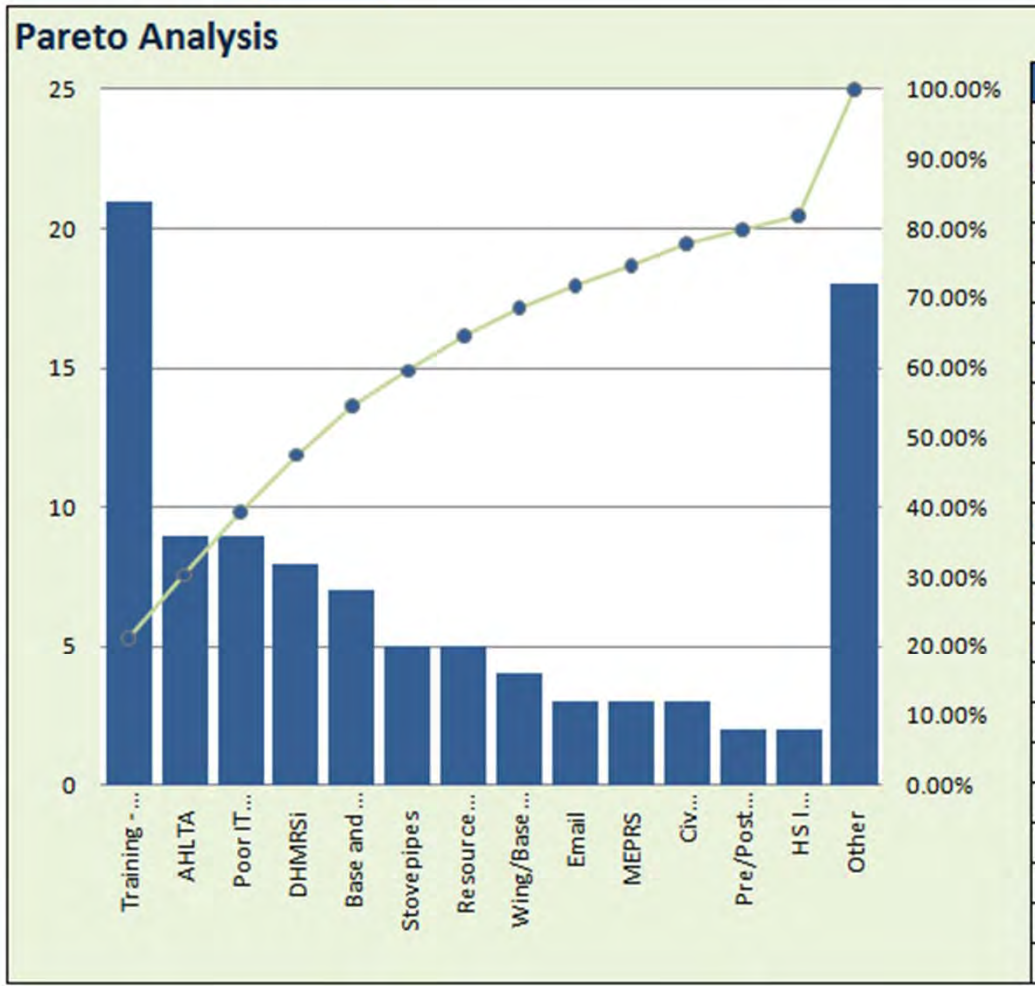
NVA by Theme



total: 99

Category	Frequency/Quantity	Cumulative %
Training - unfocused, d	21	21.21%
AHLTA	9	30.30%
Poor IT Systems/relianc	9	39.39%
DHMRSi	8	47.47%
Base and Below admini	7	54.55%
Stovepipes	5	59.60%
Resource Issues	5	64.65%
Wing/Base tasking	4	68.69%
Email	3	71.72%
MEPRS	3	74.75%
Civ Personnel hiring sy	3	77.78%
Pre/Post Deployment v	2	79.80%
H S I Inspections	2	81.82%
Other	18	100.00%

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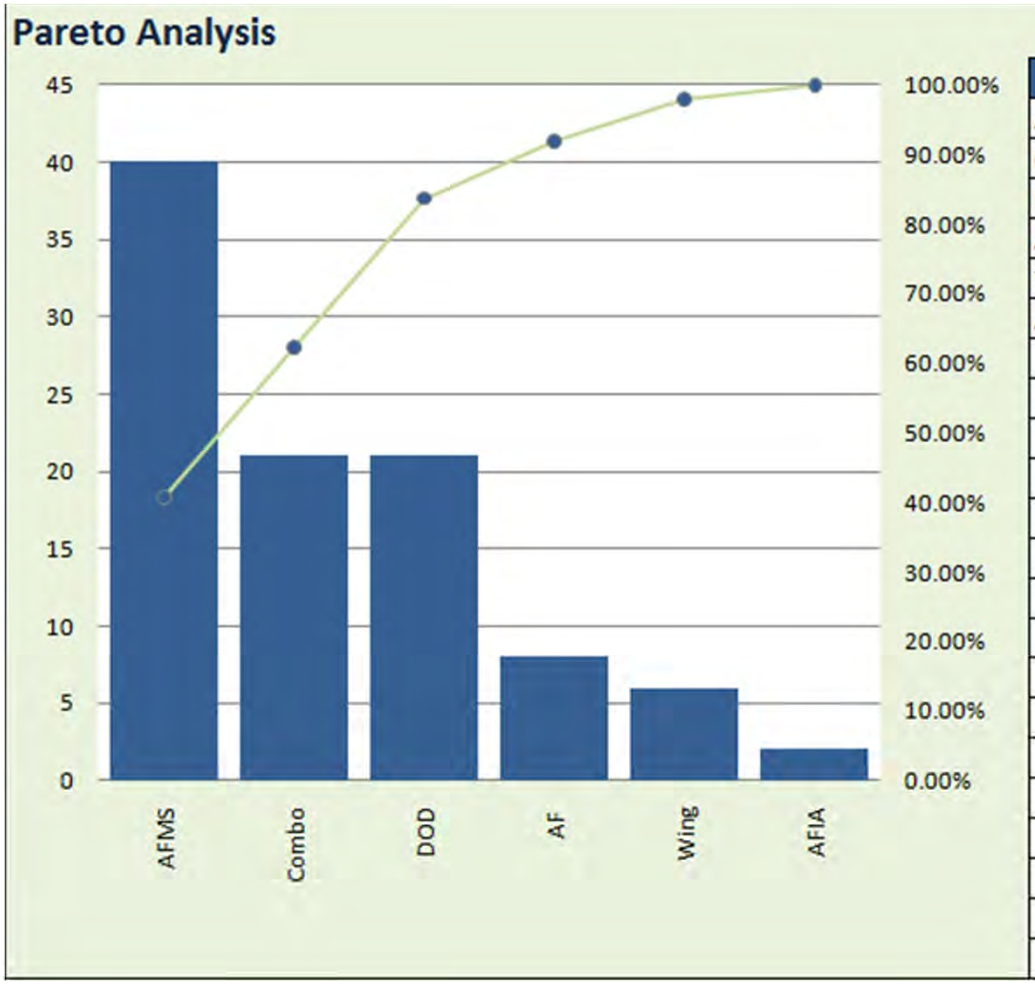
We Have Met the Enemy and . . .



total: 98

Category	Frequency/Quantity	Cumulative %
AFMS	40	40.82%
Combo	21	62.24%
DOD	21	83.67%
AF	8	91.84%
Wing	6	97.96%
AFIA	2	100.00%

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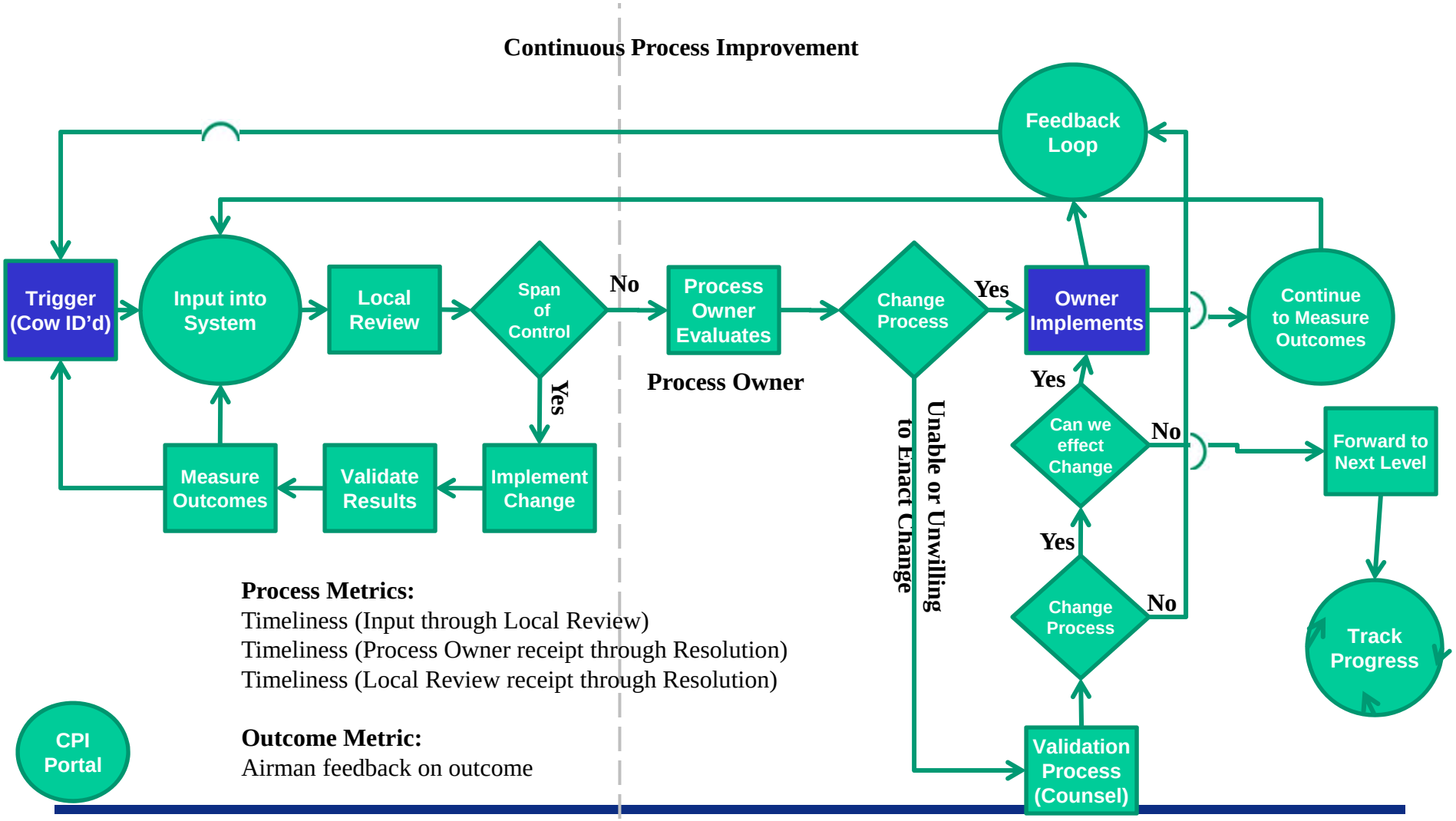
Bureaucracy Killing Machine



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Process Business Rules

Process Step	Rules of Engagement
Trigger	Is Justification Patient Oriented? Perceived to be NVA? Anonymous submission?
Local CPI Process	How many times has it happened? Mitigating Actions? References? Who owns it? Forward Local Comments if Elevated?
Validation Process	Cross-functional team (Counsel of Heretics) How do we interpret requirements ROI of current Requirement? Is this a trend across AFMS? Conduct risk mgmt / risk assessment
Feedback Loop	Automatic email notification of receipt / status / results to originator
Continue to Measure Outcomes	Continue to track / measure results of change (or lack of)

Action Items

Approval	Action	POC	Due By	Remarks
YES	Develop proactive process to weed out waste	AFMOA/CC	20 Nov 10	Maj Herman AFMOA Lead
YES	Common system to receive / validate / pass on NVA	SG6 (Col Zarate) SGE/CAG (Col Anderson)	01 Jan 11	Infrastructure build
YES	On-ramp for new AFIs/Policy	SG3 (Col Collier)	20 Nov 10	Create the policy
YES	Create model / process for virtual team	SG3 (Col Collier)	20 Nov 10	Create the model
YES	Education and marketing Plan	AFMOA/CC (System) SGE (Strategic)	15 Jan 11	Develop the plan
YES	Follow-up on each Root Causes	SG3 (Col Collier)	20 Nov 10	Plan how to attack
YES	Test Cases		01 Jan 11	ACLS, Self-Reporting Time, Printing of AHLTA Record of care (HSI)
YES	Pilot test at 1 Clinic & 1 Hospital	Col Roshetko Col Brown, R		Fairchild / Lakenheath

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Guiding Principles for AF Inspection System Improvement

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Problem

- **SYMPTOMS:**
  - **Wing Calendar “whitespace”**
  - **Inspection frequency inconsistent**
- **PROBLEM:**
  - **AF Inspection System is ineffective and broken**
  - **Too many AF and Functional Inspections, assessments and evaluations are being conducted in an independent, segregated, and uncoordinated manner**
- **WHY:**
  - **No AF unity of effort for inspecting compliance, efficiency**
  - **Guidance to field missing or disconnected**
  - **Control mechanism not in place, not enduring**
  - **SAF/IG failed to provide/oversee/control Inspection System**

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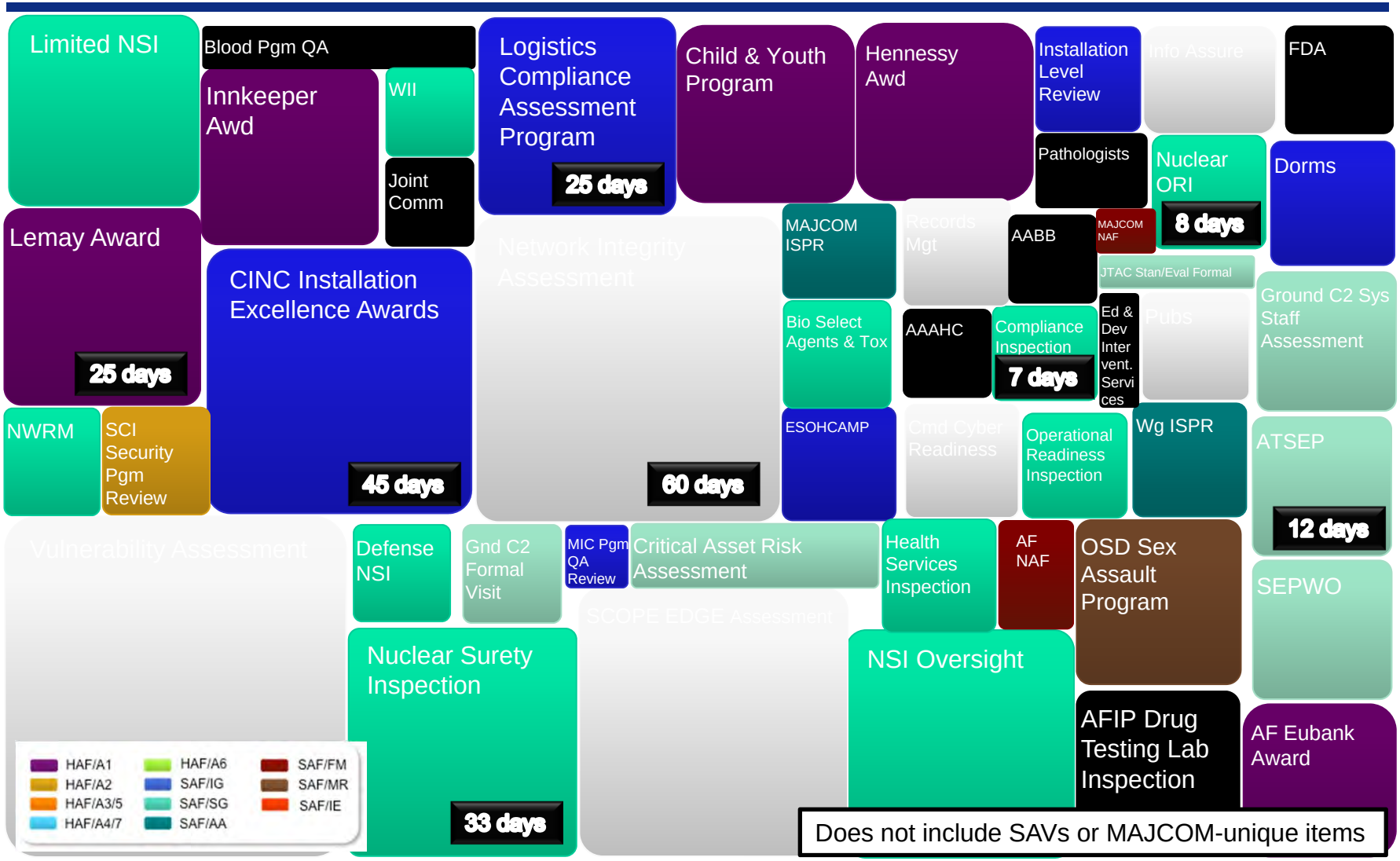
Current Inspection System

735 Inspection Days over 5 Years



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BLUF

- 6 key HAF 2-ltrs met to discuss improvements to the efficiency and effectiveness of the Inspection System (IS)
  - Lt Gen Breedlove
  - Lt Gen Reno
  - Lt Gen Lord
  - Lt Gen Miller
  - Lt Gen Green
  - Lt Gen Rogers
- Developed guiding principles
- All are committed to developing COAs in coordination with MAJCOM CCs to institutionalize these principles

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The Challenge

- **Current Inspection System is inadequate**
  - The current IS consumes too much whitespace for field units as they prepare for and complete inspections, assessments and evaluations requiring 700+ inspection days every five years
  - Yet…the current IS is not adequately reporting readiness, compliance, efficiency, state of discipline or management effectiveness to the command chain or HQ Functionals
- **Desired Outcome**
  - Strengthen command function & improve command effectiveness
  - Inspire and promote improved performance, military discipline and management excellence up and down the chain of command, in units and staffs

Adequate reporting without being overly burdensome or disruptive…
an important component of a disciplined military force

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Desired Capabilities

- **IS should give CC an independent assessment of:**
  - Unit performance, leadership effectiveness, management performance, and aspects of unit culture and command climate (e.g., military discipline, respect, LEAN, safety, Wingman)
  - Unit ability to find, report, analyze and fix deficiencies
- **IS should give MAJCOM & HAF Functionals an independent assessment of functional effectiveness in the field, and of the adequacy of organization, policy and guidance, training and resources**
- **IS should include capability for senior AF leaders to direct a targeted, deeper-dive inspection of specific programs, organizations, or issues (e.g., AFIA's Management Assessment Program)**

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Inspection System Improvement Tiger Team

- Inspector General created Inspection System Improvement Tiger Team (ISITT)
  - Given guiding principles and made assumptions
- Work began in December 2010
- Goals:
  - Increase White Space for units
  - Re-invent Inspection System
- Present COAs to CORONA in February 2011

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Proposed Guiding Principles

- **Every Wg, Gp and Sq CC gets at least 1 major IG inspection during his/her tour**
- **Balanced mix of scheduled & no-notice inspections**
- **Units will be inspected for Readiness and Compliance every 24 months**
- **Readiness Inspections assess a unit's ability to execute tasked capabilities, mission-essential functions and military discipline**
- **Compliance Inspections assess a unit's military discipline/culture and CC and supervisor effectiveness, as well as a unit's compliance with law, policy and other authoritative programs**

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Proposed Guiding Principles

- Inspections should include interviews of Airmen at several levels to assess leadership/management effectiveness and discipline
- With few exceptions, all inspections, assessments & evaluations in the USAF should be conducted by IGs, augmented by functional experts from staffs/other units
- HAF/MAJCOM Functional Staffs execute their mission by planning, coordinating and providing functional management policy, process guidance and resources; Functional Staffs are enablers for field units, not "inspectors" or "graders"
- Trained inspection augmentees provide expertise and have high value in USAF continuous improvement efforts

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Proposed Guiding Principles

- An IG assignment has high value to the USAF in developing future commanders and SNCOs
- IS effectiveness is directly affected by the quality of personnel assigned to the IG—IG Personnel should be model officers and NCOs who are subject-matter experts; high-quality performers with future leadership potential and the ability to think critically
- As the commander's direct representatives, the quality of personnel assigned to the IG directly affects the credibility of both the commander and the IG system as a whole
- IG Team Chiefs drive team effectiveness, are the most visible direct representatives of MAJCOM CCs & should be selected by CIP or a board with this role in mind
- IG duty should be a special-duty assignment, or other management construct, to ensure highly qualified personnel are developed and assigned to IG

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Proposed Guiding Principles

- **IS should be an increasingly integrated measurement system, assessing and verifying data from WG/CC's reports, self-inspection program (SIP), metrics, databases, exercises and deployments**
  - IS should evaluate areas that can be monitored/inspected through metrics/reports and eliminate unnecessary on-site inspections
- **IS should synchronize and, where possible, integrate all inspections by AF or external agencies**
- **IS should include two critical additional capabilities:**
  - Standardized AF-wide SIP and reporting tools for transparency from WG to HAF
  - Provide WG/CCs adequate ability to self-assess discipline, compliance and wing-wide readiness

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Assumptions for COA Development

- COAs will be IAW the guiding principles
- COAs will improve unity of effort for inspecting unit performance, leadership effectiveness, management performance, and culture
- COAs will align the IS with the AEF Cycle, ensuring inspection frequencies are in 6-month increments to the maximum extent possible
- COAs will include control mechanisms to prevent recurrence of whitespace problem
- COAs will include actions to close the guidance gap
- COAs will be executable and evaluated against the following criteria at a minimum:
  - Suitability, feasibility, acceptability, supportability, agility

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Assumptions for COA Development

- With few exceptions, all internal inspections, assessments and evaluations can be integrated into IG-conducted inspections
- With few exceptions, all external inspections, assessments and evaluations can be synchronized with AF-owned events
- COAs may require personnel realignment and/or minimal increases to manpower authorizations in order to be executable
- Significant manpower increases are not available, however current manpower authorizations dedicated to conducting inspections, assessments and evaluations outside the IG system may be realigned
- COAs will require changes to AFPC's rule-set, and may require Development Teams to direct high-quality FGOs and SNCOs to IG, then back for command, supervisory or functional leadership positions

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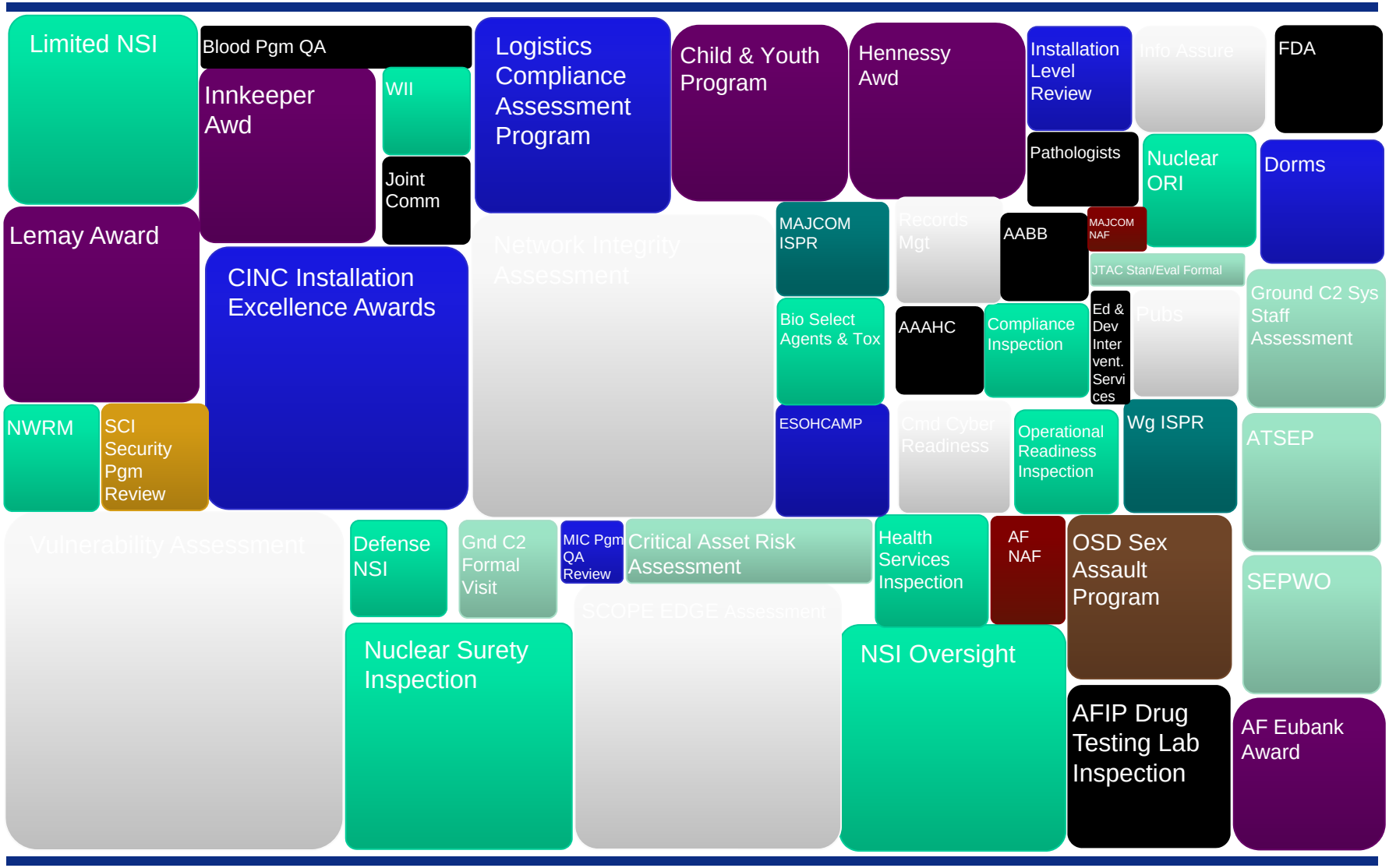
What If Instead of This…



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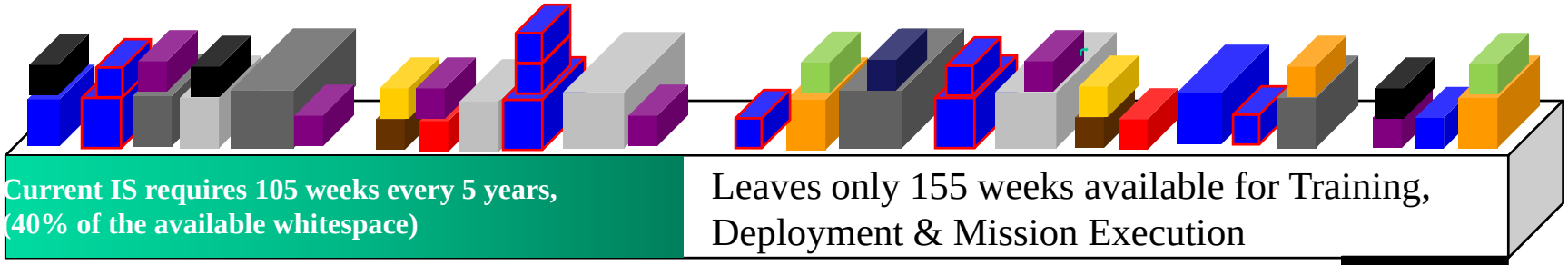
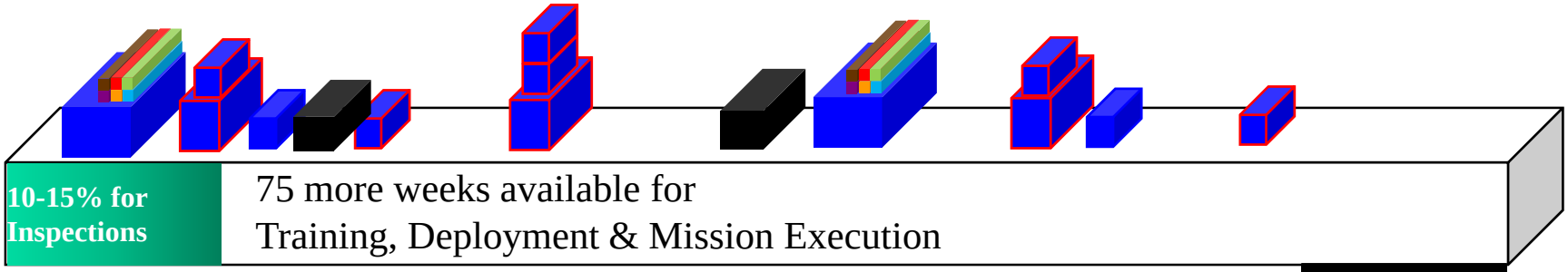
. . . More Whitespace



5 Years

Indicates significant resources are being devoted to inspection across the AF



5 Years

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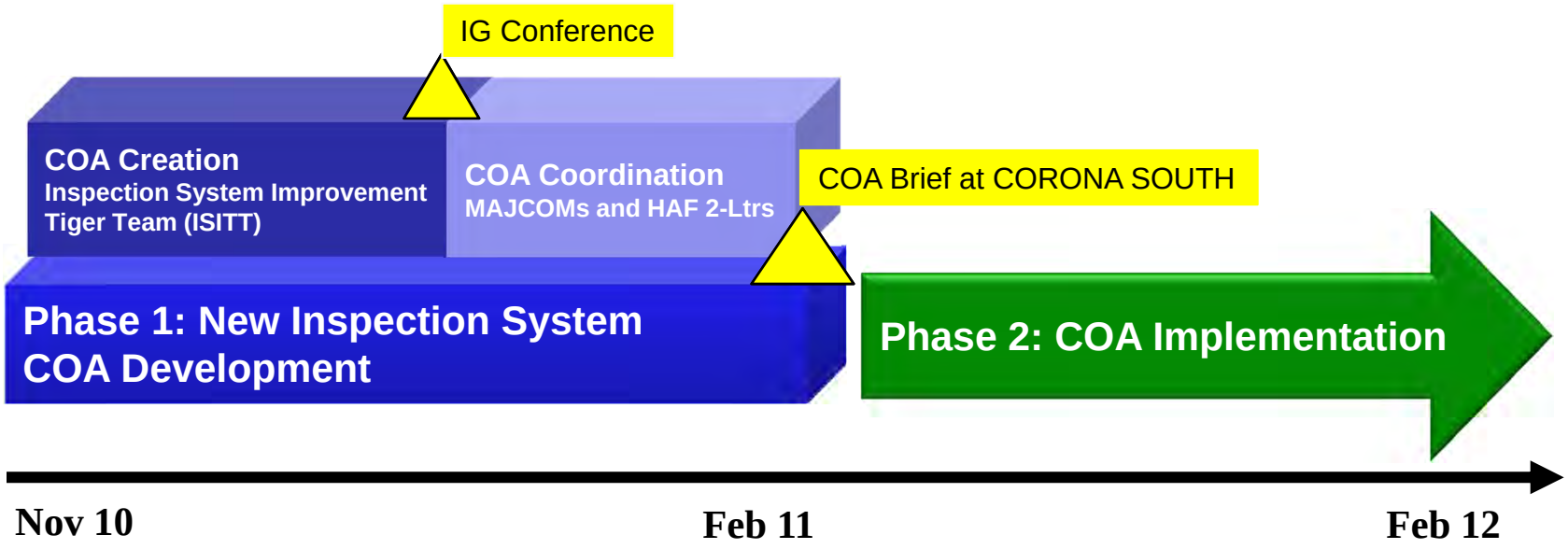
Proposed Timeline



COAs for improving the AF Inspection System to CORONA SOUTH for decision

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What I'm Learning

- Inspection system reflects the culture of the Air Force . . . can changing the inspection system change the culture or will the culture have to change before the inspection system can?
- The thoughts and actions that got us to where we are today will not get us to where we want to be tomorrow . . . yet, thinking "outside the box" is very difficult when you live inside the box.
- Disruptive and seemingly heretical thinking is required . . . how do you achieve that when a military career seems to develop the antithesis to those traits?
- We must leverage science and technology but they must remain a means to an end, not become an end unto themselves
- It's complicated

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Questions